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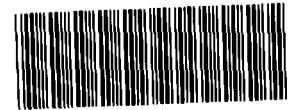
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# Memorandum

December 13, 1993

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## Stakeholder Involvement in Setting FY 1994 Program Priorities

Managers, DOE Operations Offices  
Manager, Fernald Field Office  
Manager, Rocky Flats Office

Attached are observations regarding the activities held over the past few months to seek stakeholder input into prioritizing the FY 1994 Environmental Management program. It is clear from discussions held this past summer with your stakeholders that we have taken an important step towards reaching our goal of implementing a publicly-supported program. I look forward to working with you as we continue to build partnerships with our stakeholders.

The attached summary provides observations that you might find useful as we continue discussions with stakeholders on final FY 1994 allocations as well as our proposed program for FY 1995 and beyond. Please share these observations with the members of your staff responsible for ensuring the success of our public involvement efforts.

*Richard P. Grumbly*  
Thomas P. Grumbly  
Assistant Secretary for Environmental  
Restoration and Waste Management

### Attachment

cc w/attachment:  
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PRELIMINARY OBSERVATIONS FROM OUR STAKEHOLDER  
INITIATIVE FOR SETTING FY 1994 PRIORITIES

From April through September 1993, agency officials sponsored numerous discussions with regulators and other stakeholders to focus attention on the scope and funding associated with our proposed FY 1994 program. We are trying also to increase opportunities for meaningful public involvement in planning and prioritizing environmental restoration and waste management activities. Through this approach, regulators and other stakeholders have been provided opportunities to be more closely involved in program development at significant stages in the budget formulation process, resulting in better allocation decisions and more effective implementation of the program. Stakeholders were asked to advise the agency whether to proceed with its proposed FY 1994 program or to provide specific recommendations for reallocating resources to other priorities.

Officials from each major DOE field office met throughout the summer with its stakeholders to solicit their concerns and viewpoints. Two teleconferences between senior Headquarters executives and each field office provided opportunities to address any issues that could best be resolved among Headquarters elements.

In assessing the success of these interactions and this effort, the following observations can be made:

- Stakeholders were impressed with the nature of the interactions and welcomed this approach to discussing program activities. Meetings were well attended and stakeholders participated enthusiastically.
- The timing of our stakeholder initiative meant that we had very limited flexibility in reallocating FY 1994 funds, which frustrated our operations and field offices as they engaged stakeholders in a "prioritization" dialogue (as well as some stakeholders themselves). In Oak Ridge, for instance, stakeholders told agency officials that they would prefer to not spend time discussing the proposed FY 1994 program but, instead, preferred to focus on FY 1995 and beyond because such a dialogue would prove more productive.
- Headquarters participation must increase for it to succeed. Mound and Kirtland regulators told agency officials that Headquarters elements of the Environmental Protection Agency, advocacy groups, State agencies, and citizens must be convinced of the necessity for adjusting of work schedules in enforceable compliance and cleanup agreements.
- We seek to establish priorities with stakeholders, not simply to address threatened milestones, and some offices did not discuss elements of our proposed FY 1994 program with stakeholders because funding was considered adequate to meet milestones through the upcoming fiscal year. The correct message may not be sent to stakeholders if they are only brought into the decisionmaking process when schedules are jeopardized because of less-than-anticipated funding.

- We must increase operations office interaction with Environmental Protection Agency counterparts and regional administrators. Each Environmental Protection Agency regional office should be knowledgeable about environmental restoration and waste management operations at all DOE facilities located within its region.
- Although over 50 meetings were held and countless comments heard, no stakeholder concerns were brought to Headquarters for discussion or resolution (which suggests an unlikely scenario where discussion or consensus exists on how environmental restoration and waste management activities should be carried out). In addition, it is unclear what specific changes were made to the field offices' environmental programs in response to comments. To address these issues, field offices need to provide more direct feedback to Headquarters managers on specific issues and options for addressing stakeholder concerns. Each operations and field office also should develop written documentation that identifies what, if any, modifications were made to its proposed FY 1994 program to reflect stakeholder concerns.
- Now that the FY 1994 energy and water development appropriations bill has been enacted, we must quickly take the process "full circle" by submitting our FY 1994 program to stakeholders and indicate how we addressed their comments or concerns (and if we did not, why). Any final adjustments to the FY 1994 program should be made immediately. Since our stakeholder initiative is an ongoing process, we should extend the dialogue to FY 1995 and beyond.